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NTIS and eCornell – eTraining Partners

Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of 18 certificate programs and 60 courses.

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CERTIFICATE PROGRAM
MANAGEMENT ESSENTIALS: MANAGING PERFORMANCE

6-course certificate series from Cornell University's School of Industrial and Labor Relations

ILRMD503 **Overcoming Barriers to Successful Management**
ILRMD504 **Leading People to Higher Performance**
ILRMD505 **Legal Issues in the Workplace**
ILRMD506 **Preventing and Addressing Inappropriate Workplace Behaviors**
ILRMD510 **Managing Communication Challenges**
ILRMD511 **Managing Performance**

eCORNELL

Course Experience — How it Works

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:

- Learning experiences that target individual competencies and skills

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose

- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor

- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations

- New skill development through interactive assessments and simulations

Program Quality Drives Motivation & Results

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.

- Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.

- Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.

- In the end, 95% of students would recommend to their peers that they take an eCornell course.

Overview

All managers face challenges associated with getting the most our of their direct reports. Personal communication styles, organizational structure, legal issues, and workplace culture can all affect employee performance. eCornell has partnered with Cornell University's School of Industrial and Labor Relations to create the Managing Essentials: Managing Performance Certificate, to help managers and leaders create the conditions conducive to peak employee performance. Participants in the series learn how to adjust their personal approach to communication, motivation, and conflict resolution to lead employees to higher levels of performance. The series also addresses compliance issues related to workplace behavior, including sexual harassment.

Component Courses

The certificate series consists of the six courses listed below, totaling approximately 30 hours of learning.

- ILRMD503 **Overcoming Barriers to Successful Management**
- ILRMD504 **Leading People to Higher Performance**
- ILRMD505 **Legal Issues in the Workplace**
- ILRMD506 **Preventing and Addressing Inappropriate Workplace Behaviors**
- ILRMD510 **Managing Communication Challenges**
- ILRMD511 **Managing Performance**

Target Audience

The Management Essentials: Managing Performance Certificate is designed for entry- to mid-level supervisors and managers seeking a deeper understanding of the issues and challenges of managing employees and proven strategies for managing the performance of direct reports.

Accreditation

Students who successfully complete all 6 courses in this series receive a Management Essentials: Managing Performance Certificate from Cornell University's School of Industrial and Labor Relations.

ILRMD503 Overcoming Barriers to Successful Management

Course Overview

Successful organizations use the creative energy of their employees in seeking solutions to organizational problems. They realize that those individuals involved in the actual work are in the best position to define systemic and process weaknesses and identify opportunities for improvement. In this course, participants learn to increase productivity, creativity, and efficiency by involving their employees in a continuous improvement process that encourages improved communication and collaboration. Participants will also explore personal paradigms or patterns of thought and behavior that prevent them from achieving positive change and success.

Target Audience

This course is important for all levels of managers, supervisors, and team leaders in virtually any industry who wish to continuously effect positive change and increase the productivity and efficiency of their organizations.

Organizational Outcomes

Participants who complete this course will be able to:
- Identify personal and professional paradigms and understand how shifts in thinking can improve performance
- Analyze when organizational change is beneficial and when it should be avoided
- Involve employees in problem solving and decision making
- Assess personal communication styles to improve listening skills and approachability

Course Benefits

In this course, participants will learn about:
- Personal paradigms and collaborative management styles that produce positive change
- Facilitation of employee teams for more efficient problem solving and increased productivity
- The relationship between approachability, effective communication, and trust
- Active listening techniques that are indispensable for effective communication

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
- **Supervisory Skills**
- **Management Essentials: Managing Performance**
- **Management Essentials: Managing Effectively**

Faculty Authors

Anthony Panos
Statewide Director, Management Programs
School of Industrial and Labor Relations
Cornell University

Tom Willett
Associate Director, Management Development Programs
School of Industrial and Labor Relations
Cornell University

ILRMD504 Leading People to Higher Performance

Course Overview

An improperly motivated workforce always results in a less efficient, less productive, and less profitable organization. The goals of individuals must be aligned with the goals of the organization in order to thrive. In this course, participants will examine leadership styles that are exhibited by highly successful managers. They will explore techniques for aligning individual employee motivators with the organization's goals and interests. Participants will also learn how to create a motivated, team-oriented, and productive workforce and how to appropriately and positively confront problems and resolve conflict.

Target Audience

This course is crucial for all levels of managers, supervisors, and team leaders who are responsible for the productivity and morale of their employees.

Organizational Outcomes

Participants who complete this course will be able to:
- Apply motivational techniques to improve employee performance and enhance productivity
- Align workers' personal goals with the goals of the organization
- Resolve internal conflict in a positive and productive manner
- Balance directive and supportive leadership styles to develop and improve employees' performance

Course Benefits

In this course, participants will learn about:
- Effective techniques for motivating employees
- Recognizing indicators of motivation and determining individual motivators
- Aligning individual motivators with the organization's needs and interests
- Using confrontation as a motivational and developmental tool to manage more effectively
- Diffusing and resolving conflict efficiently
- Different leadership styles and their proper application

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
- **Supervisory Skills**
- **Management Essentials: Managing Performance**
- **Management Essentials: Managing Effectively**

Faculty Authors

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Tom Willett
Associate Director, Management Development Programs
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Cornell University

ILRMD505 Legal Issues in the Workplace

Course Overview

Explore federal, state, and local employment laws and how to comply with Equal Employment Opportunity (EEO), Affirmative Action (AA) and diversity. Learn to recognize and avoid potential legal risks in everyday workplace situations, and know when to seek in-house or outside counsel. Work within the law when interviewing, hiring, evaluating, and firing employees.

Target Audience

Shift supervisors, entry-level to mid-level managers, and members of revolving project teams with no direct reports.

Organizational Outcomes

Participants who complete this course will be able to:
- Recognize employment-related laws and assess their impact on employment-related decisions
- Recognize how Equal Employment Opportunity, Affirmative Action, or diversity applies to employment-related issues
- Categorize employment-related issues into legal or employee relations issues to enable you to assess legal risks associated with management decisions
- Recognize the difference between employee relations issues and potentially unlawful situations in the workplace
- Avoid potentially illegal behaviors when interviewing, evaluating, and disciplining employees
- Avoid potentially illegal behaviors in situations involving FMLA, FLSA, OSHA, or state laws

Course Benefits

In this course, participants will learn about:
- Employment-related laws and their impact on decision making
- Local, state, and federal laws dealing with wages, benefits, safety, and labor
- Equal Employment Opportunity, Affirmative Action, and diversity
- Legal risks associated with management decisions
- Potential legal risks when interviewing, evaluating, and disciplining employees

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
- **Supervisory Skills**
- **Management Essentials: Managing Performance**

Faculty Authors

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ILRMD506 Preventing and Addressing Inappropriate Workplace Behaviors

Course Overview

Under current employment laws and regulations, employers are responsible for the safety and well-being of all employees. This includes protecting employees from inappropriate behaviors, regardless of whether they originate from a supervisor or a co-worker. In this course, participants learn how to identify, prevent, and address inappropriate workplace behaviors and how to reduce risk when interviewing, evaluating, and disciplining employees. This course also addresses the use of a policy manual as a means to apply a consistent and structured process and procedure for dealing with unsuitable behavior and confidential complaints.

Target Audience

This course is imperative for managers at any level and in any industry who are responsible for leading and managing a workforce or for hiring new employees.

Organizational Outcomes

Participants who complete this course will be able to:
- Identify inappropriate workplace behaviors and strategies for addressing them
- Develop a policy manual detailing policies and procedures for handling, resolving, and preventing inappropriate behaviors and complaints
- Manage confidential issues surrounding inappropriate behavior

Course Benefits

In this course, participants will learn about:
- The scope and range of inappropriate workplace behaviors
- Strategies for dealing with and preventing inappropriate workplace behaviors
- Designing a policy manual relevant for their organizations
- Using company policy to develop a structured and consistent approach to handling employee complaints
- Maintaining confidentiality throughout a complaint procedure

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
- **Supervisory Skills**
- **Management Essentials: Managing Performance**

Faculty Authors

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School of Industrial and Labor Relations
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Shelley Greenwald, Esq.
Adjunct Faculty, NYC Office
School of Industrial and Labor Relations
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ILRMD510 Managing Communication Challenges

Course Overview

Interpersonal communication is often one of the most challenging aspects of a career. To communicate successfully, professionals need to find a balanced approach to dealing with difficult people or conversations. One must be assertive enough to avoid being taken advantage of, but not so aggressive that he or she alienates or upsets co-workers. In this course, participants will learn how to be assertive and professional when dealing with challenging conversations and people. They will also learn how to analyze and make use of criticism to improve their skills and abilities.

Target Audience

This course is important for all professionals--in any industry--who want to learn to be more assertive and effective in their communications.

Organizational Outcomes

Participants who complete this course will be able to:
- Communicate their interests and needs to others in an assertive and professional manner
- Use criticism as a tool to develop and enhance their skills
- Effectively manage difficult conversations and people

Course Benefits

In this course, participants will learn about:
- Distinguishing assertive behavior from passive, aggressive, and passive-aggressive behavior
- Overcoming anxieties in order to be assertive and effective in conversation
- Acknowledging criticism appropriately and using it for self-improvement
- Providing effective feedback
- Communicating clearly in challenging conversations
- Strategies for dealing with various types of difficult people

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
- **Supervisory Skills**
- **Management Essentials: Managing Effectively**
- **Management Essentials: Interviewing and Selection**

Faculty Author

Nancy Lampen
Director, International Programs
School of Industrial and Labor Relations
Cornell University

ILRMD511 Managing Performance

Course Overview

Organizations that run at peak performance understand that managing employee performance must be an active, continuous, and structured process of valuable feedback and constructive assessment. In this course, participants learn how to successfully design and use an integrated performance management model to effectively set specific goals that are tied to the organization's productivity and are a basis of ongoing feedback and periodic job evaluations.

Target Audience

This course is essential for all levels of managers, supervisors, and team leaders who are responsible for the overall performance of their employees and organization.

Organizational Outcomes

Participants who complete this course will be able to:
- Leverage a systematic performance management system to plan and conduct successful performance appraisals
- Identify individual behaviors and workplace situations that require the need for feedback
- Use two-way feedback and assessment to help employees develop their skills and abilities

Course Benefits

In this course, participants will learn about:
- Performance goals tied to organizational objectives
- Characteristics of an effective performance goal
- Ways to collaboratively develop goals with employees
- Ongoing feedback as an effective tool to raise morale and increase productivity
- Standard formats for performance appraisals
- Employee development as a tool for retention and increased productivity

Certificate

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- **Supervisory Skills**
- **Management Essentials: Managing Performance**

Faculty Authors

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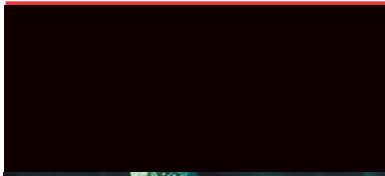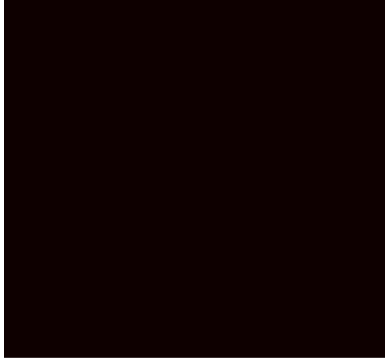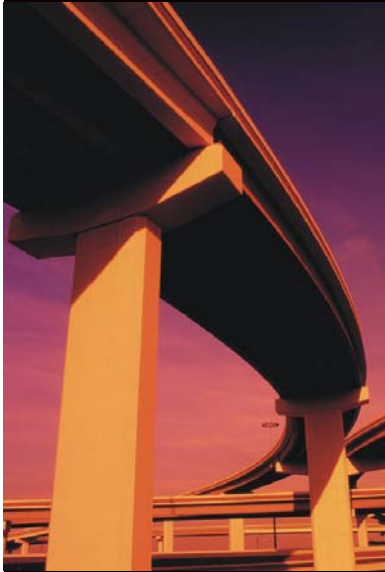School of Industrial and Labor Relations
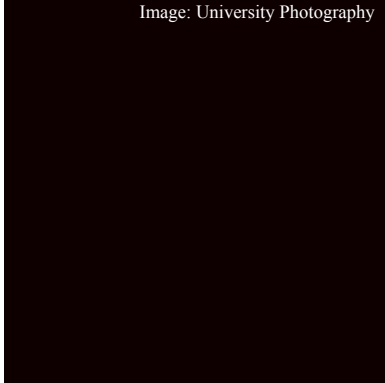Cornell University

Image: University Photography

In 1865 Ezra Cornell had a vision.

"I would found an institution where any person can find instruction in any study."

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.

eCORNELL

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